

Annual Report 2004



The Jewish Guild for the Blind
and Subsidiaries

HV1795
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2004

What We Do Matters

Vision loss recognizes no boundaries. It has no respect for age, gender, race or social status, and remains one of mankind's greatest fears. Helping people of all ages with vision loss is the *raison d'être* of The Jewish Guild for the Blind, and has been since 1914. However, The Guild of 2004 would not be recognizable to a visitor from 1914. Today, we lead the way in providing programs and services to persons of all ages who are living with vision loss. And these services do not begin and end with vision care alone. It is the wide range of our services, developed and strengthened in purpose and delivery over 90 years, that sets us apart from other vision care providers.

*A student in the
Elizabeth L. Newman
Preschool becomes
familiar with
embossed shapes
as an introduction
to learning Braille.*



A Seamless Continuum of Care

From vision, medical, and psychiatric care to day treatment, early intervention, continuing care, education, vocational rehabilitation and managed care, The Guild uniquely has integrated these and other services into a seamless continuum: consumers of one Guild service have access and easy entry into all other Guild services. Ours is a complex undertaking where we must always be aware of our clients' needs in the face of today's increasing challenges. Being a resource for our clients becomes more complicated with every passing year, but we know that we are needed, our work is crucial to our clients' wellbeing and, however we might change in years to come, we know that what we do matters.

Our programs have expanded, our resilience has strengthened, our organizational competencies have increased; our staff has never been more professional and our Board of Directors never more committed to our mission. Our budget is almost six times larger than it was just ten years ago and our finances have never been stronger.

Flexibility and adaptability, long hallmarks of The Guild, continue to play a significant role in our success. As societal needs

change and new treatments emerge, our programs change. As funding mandates change, we find a way to change our program models to optimize funding opportunities. Our values don't change; yet to stay true to them and to remain relevant to our constituency, our programs do.

Today, we are providing more service, with greater cost-effectiveness, than ever before in our history. Our record of accomplishment is without equal. The services that we provide today are quite different from those of just a few years ago, but they all are necessary to address the needs of individuals who are blind and visually impaired and who come to The Guild, often with multiple medical problems. Our unprecedented growth is proof that the choices we have made have been correct and that means tens of thousands more lives are positively affected by the work that we do.

*Orientation and
mobility training
helps facilitate
independent
traveling skills.*



Achieving the Right Mix of Programs

Deciding which programs and services have value to the community we serve is a dynamic process that has become organic. We are continually re-examining our programs and using information from a myriad of sources including associations, governmental agencies, elected officials, and colleagues to evaluate client needs and our capacity to effectively keep all of our programs current. We also try to evaluate the worth, that is, the social equity of our efforts so that resources are committed where they will do the most good.



*The Guild's
Rehabilitation
Services Department
offers classes and
training in adaptive
skills in cooking
and food preparation.*

Our goal in each of the activities we undertake is not just to be better, but to be the best. Our long term strategy focuses on continuous quality improvement as we seek to surpass our own accomplishments. We never hesitate to ask *is there a better way? Is there a continuing need for the program or service? Is the cost justified? Are our resources being put to effective use to maximize their impact?* And as we seek to do more and do it better, quality inevitably becomes its own reward: it not only improves and enhances service delivery outcomes, it also increases efficiency and reduces costs. While good quality may be expensive, poor quality costs more: correcting errors is more costly than doing things right the first time.

More Services at Lower Cost

With the rapidity of our program growth, one of the challenges is the ever-increasing need for coordination and integration of programs and services, of data systems, and departmental initiatives. Without high levels of coordination and integration, compliance with growing governmental demand for increased accountability and levels of reporting would be virtually impossible. Cooperation with other health care institutions is also a necessity since none of us can provide all the

services needed by all of our clients. For these reasons we continue to work collegially with other service providers to build our combined services into one seamless continuum for the end-user, our client.

Vision Loss Has No Boundaries

It is important that all of the decisions we make, both clinical and managerial, be data-driven and this means having timely access to relevant information. By better understanding all that is happening with our clients – in their lives, their medical conditions and their care needs – we can help them make appropriate decisions. Knowing precisely how effectively our programs are delivering the care they are designed to provide will help us make better decisions.

As much as we have accomplished, there is still much more to do. Blindness is not abating and many of its leading causes are adding tens of thousands of newly blind people to our society each year. We continue to provide innovative ways of addressing the growing challenges of blindness among all age groups: infants, children, adolescents, adults, and senior citizens. Driven by our commitment, we are meeting these challenges because what we do matters.

Comprehensive Diabetes Care

The Guild's Maxine and John Bendheim Center for Diabetes Care offers comprehensive health care to people who have, or who are at risk for, vision loss resulting from diabetes. The Center's diabetes education program is recognized by the American Diabetes Association and emphasizes the behavioral changes necessary to maintain proper glucose control.

Our approach involves primary care, endocrinology, diabetes education, diabetes self-management, vision rehabilitation, podiatry, nutrition education, a fitness program, support groups and other activities designed to help people manage their disease in a way that min-

*A GuildNet member
receives a visit
from a certified
occupational therapy
assistant checking
on the organization
of refrigerated foods.*



imizes complications, preserves remaining vision, and improves their quality of life. Because diabetes has such profound systemic effects, education, and ongoing close medical monitoring are especially important and can help delay or prevent many of the adverse consequences. The majority of individuals who lose their vision as a result of diabetes do so because of a delay in seeking appropriate treatment, not because treatment is unavailable or ineffective. Allowing diabetes to remain uncontrolled increases the likelihood of unnecessary vision loss.

The Guild Makes a Difference

We are increasing our vision screening and community education activities in 2005, focusing on at-risk populations, and



Teaching Braille to young adults who have experienced sudden vision loss is just one aspect of The Guild's academic skills training.

also increasing our collaboration with medical centers, continuing care facilities and programs, and clinics to help better integrate early diabetic detection activities in their programs of care and to better educate and better serve those with diabetes. These collaborations are also designed to create new models of care designed to reach more people while reducing the cost of identifying and treating those who are at particular risk for developing the ocular complications of diabetes.

Promoting Vision Awareness

In the past year alone, SightCareSM has provided training to hundreds of professional care staff in hospitals, clinics, and home health agencies. In the five years since its creation, thousands have received SightCare training that has helped advance the delivery of quality services to people with vision loss in all settings. SightCare provides educational programs for those who care for, work with, or interact with visually impaired or blind people in settings such as hospitals, outpatient clinics, assisted living facilities, nursing homes, schools, churches, and recreational facilities, as well as a person's own home.

Health care providers throughout the country have begun to learn how to provide better, more integrated



Some see the glass as half-empty.
Some see it as half-full.
Some can't see it at all.

For millions of Americans living with vision loss
simple things aren't always so simple.

For almost one hundred years we've been helping.
We care about your vision.



212-769-7800

www.jgb.org

The Jewish Guild for the Blind

health care for their visually impaired patients and this leads to improved care while also improving quality of life. Nevertheless, there are enormous numbers of health care providers who need to learn how to address the care needs of visually impaired patients in order to improve their outcomes, and, not incidentally, to reduce the costs of health care delivery. In 2005, SightCare's outreach and educational activities will be increased so that more people learn of our services and more professionals understand how to provide optimal care for their blind and visually impaired patients.

*The Guild recently
launched a series of
advertisements designed
to increase awareness of
some of the everyday
challenges facing
people with vision loss.
This ad campaign is
appearing in major
national magazines.*



“Say When”

For millions of Americans living with vision loss
simple things aren't always so simple.

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Vision Loss and Dementia

There are knowledge gaps in understanding the clinical consequences of vision loss in patients with dementia. Vision plays a critical role in many cognitive tasks that affect a person's functional ability, and visual dysfunction may contribute greatly to disability in patients with dementia by exacerbating the cognitive loss that is the major symptom of the disease. Because the nature, extent and impact of vision loss in patients with dementia remains unclear, we are compiling information about cognitive and vision status and other data that may help to answer some of the many questions that remain about the relationship between vision loss and dementia. A number of Guild projects are planned that will use these data to improve care for patients who suffer from dementia and vision loss.

Addressing the Needs of the Elderly

Recently, the New York State Commission for the Blind and Visually Handicapped (CBVH) asked for new models to better address the needs of New York's elderly blind, and The Guild responded. A program developed by The Guild is now a four-year demonstration project. We will accept a fixed payment

for each client in the program for a package of services including vision rehabilitation, while providing for case management of ongoing needs not currently addressed by CBVH. These services include programs that are appropriate for older visually impaired adults with ongoing health problems, including adult day health care services, mental health services, Medicaid managed long-term care, and continuing care services.

This new program will support aging in place and continued participation in community life, create a delivery system flexible enough to deliver a broad range of services, and assist older adults and their caregivers, maintain optimal levels of independent living and quality of life. At a minimum, this new service delivery model will reduce costs to The

Physical therapy is a major part of the continuing care that helps assure greater independence for residents of the Guild Home for Aged Blind.



Guild while increasing the levels of service available to our clients. After data analysis is complete, our new CORE program – Comprehensive Rehabilitation for the elderly – may serve as a basis to revise the approach to service delivery throughout New York State.

Teaching Assistive Technology

The Guild's Center for Workplace Technology helps our students develop computer literacy including the ability to navigate the Internet, as well as learning to use computer programs that are essential for success in our computerized society. While such training has become commonplace, many individuals have difficulty maintaining their skills especially when the



*Students learn
computer
skills at The
Guild's Center
for Workplace
Technology.*

companies for which they work or schools that they attend, upgrade or change software. This often has the unintended consequence of creating problems for blind or vision-impaired employees or students. Currently, we receive more than a hundred calls a week from all over the country seeking our assistance in resolving conflicts between software, hardware, and assistive technology. We intend to build upon this need in the coming year by expanding the Center to better address the technology needs of blind and other disabled individuals residing in all 50 states.

Long Term Managed Care That Works

GuildNetSM, a managed long term care program, is one of the most successful manifestations of Guild philosophy – addressing the needs of greater numbers of people with vision loss while adapting to changing economic realities. GuildNet exemplifies how we are able to translate changing government policies into effective service delivery models. In 2004, GuildNet had over 2,700 members and continues to grow. By the end of 2005, it will be serving more than 3,600 individuals, 24 hours a day, every day. The accomplishments of this program are unprecedented in chronic care manage-

ment: program growth has been more rapid, and more efficient, than any similar program, anywhere, at any time.

GuildNet is greatly enhanced by the interactions of many Guild departments, each of which adds its own dimension of focus and quality: as a result, GuildNet provides a unique and extraordinary level of service for people living with vision loss and other medical conditions who would, without this service, have been placed in a skilled nursing facility.

We have recently instituted changes in GuildNet to better address the needs of discrete and identified sub-groups of members such as those with diabetes, mental health problems, and other medical conditions that compromise their overall health status and affect their quality of life. We believe that the increased frequency of member contact, combined with the heightened vigilance of our staff, will increase the quality of care while helping to reduce costs attributable to unnecessary services.

Overcoming Emotional Distress

The psychological burden of blindness represents a major challenge that The Guild, uniquely, addresses. The Guild's

Mental Health Clinic specializes in mental health problems that often accompany vision loss and is the only clinic of its kind in the nation. During 2004, we continued our work with Project Liberty to help blind and visually impaired individuals overcome the continuing psychological impact of terrorism relating to the events of 9/11. In the coming year we anticipate expanding our psychiatric clinic to our facility in Brooklyn to better and more efficiently address the needs of our many Brooklyn clients.

Rewarding Excellence

In 2004, The Alfred W. Bressler Awards Program awarded the second Bressler Prize to Robert W. Massof, PhD, of Johns

*A volunteer at
The Guild's InTouch
Networks reads
The Wall Street Journal
to a national listening
audience made up
of people who
are blind and
visually impaired.*



Hopkins University, and Eliezer Peli, MS, OD, of Harvard University for their work in vision rehabilitation. Both the prize itself, as well as membership on the Bressler Selection Committee, have dramatically enhanced recognition of The Guild within the professional vision care community and have become recognized indicia of quality.



The GuildScholarSM program was initiated in 2004. This new scholarship program will help identify the best and brightest high school students with vision loss and help them with their college expenses. It will also help them and their teachers better understand The Guild and allow us to establish relationships with these college-bound students as they continue with their education. One of our continuing challenges is to resist the development of a national culture that excludes individuals with vision loss. Inclusion of such individuals in our society should be the goal of every vision care agency. The success of these GuildScholars will help assure that no one in our society is without a voice and that their voices will be heard.

Continuing Skilled Care for Seniors

Since its establishment more than 80 years ago, the Guild Home for Aged Blind has been a leader in compassionate, skilled care for elderly New Yorkers with vision loss. When the campus of the 1930s was designed, it was state-of-the-art and remained so for almost 50 years. So too, was its replacement, which opened in 1979. Now just 25 years later, we are designing its replacement, to keep pace with all of the changes affecting the provision of continuing care. We are planning today so that the new Guild Home will meet the needs of tomorrow's health care consumers. In 2005 we expect to complete the architectural plans for the new home and work with local and state officials to obtain the myriad of necessary approvals, arrange for financing, and prepare for the start of construction.

A resident at the Guild Home for Aged Blind enjoys an afternoon outdoors with a staff member.



We Care About Your Vision

GuildCareSM, the adult day health program operated in six cities in New York State by the Guild Home, continues to serve an increasing number of adults who have vision impairment and additional medical conditions. This innovative program, now celebrating its twentieth year, monitors registrants' health, provides physical and occupational therapy and vision rehabilitative services, as well as therapeutic activities and other services that help clients live healthier and more independent lives and remain in their own communities without the need for institutionalized care. GuildCare clients have a need for on-going services, but on a level that is considerably less intense than that provided by GuildNet.



A Guild optometrist uses an autorefractor to determine an eyeglass prescription for a vision-impaired individual with a dense cataract.

Programs Vital for Children

We continue to offer an extensive range of services for children with visual impairment. The Daughters of Israel/Rifkin Family Early Intervention Program and the Elizabeth L. Newman Preschool provide a therapeutic and educational milieu to address the needs of infants and toddlers who are blind or visually impaired and who often have additional disabilities. These programs also help educate their parents to be effective advocates for their children.

Many children from the Early Intervention and Preschool programs acquire the skills they need to move into inclusive programs in public schools. In 2004 we began providing full-day preschool to help our more advanced students meet the requirements for inclusion. We also established a Family Support Group run by a social worker, so that family members can come together to discuss the issues and concerns related to raising a child with vision impairment.

Children graduating from our preschool who require intensive care have the option of enrolling in The Guild's Harriet and Robert Heilbrunn School. Both programs are well known for the superb quality of their offerings and the achievements of

their students. Because an increasing number of our youngest students come from homes where Spanish is the primary language, we are also offering English as a Second Language for the parents of these children.

A School that is Truly Special

The Harriet and Robert Heilbrunn School is a highly specialized school providing educational services for visually impaired and blind children with additional disabilities. Like similar schools, it faces new challenges as cutbacks in state funding loom on the horizon. One result of the mainstreaming or inclusion movement in education – in which children with disabilities are placed in conventional classrooms – is that the allocation of resources for special education is being reduced. Our costs – already far in excess of the most exclusive private schools – are reimbursed through state funding without which the fiscal burdens of our education programs would be disproportionately great. We will continue to work with government officials so that the children for whom we provide education may remain at The Guild where they clearly benefit from the extremely small ratio of pupils to teachers and the extraordinary quality and commitment of our staff.

Expanding Programs to Boston

In late 2003, we welcomed Greater Boston Aid to the Blind, a 93-year-old vision rehabilitation agency, as the most recent addition to The Guild family. Now known as Greater Boston Guild for the Blind, both GuildCare and SightCare programs have become established as part of our expansion of programs and services. Replication of The Guild's diabetes program and establishment of a computer technology program are planned for 2005.

Ongoing Program Development

We have invested wisely in our infrastructure – our staff, our facilities, our systems – to allow us to respond with alacrity to an ever-changing environment. Our investment philosophy has

At the Heilbrunn School, a student works with her speech pathologist using an adaptive keyboard, known as Intellikeys, which is connected to a computer.



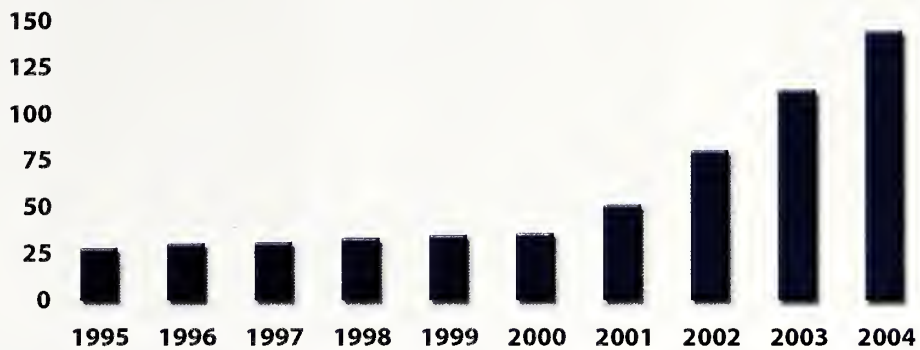
remained consistent with our programmatic needs and we have been able to avoid eroding our capital reserves to pay current operating expenses. Our allocation and use of resources has been in line with our long-range program objectives so that we have been able to successfully achieve a balance between fiscal responsibility and our obligation to conduct mission-driven activities. Both are essential to our future.

While Government revenue provides a strong economic base for many of our programs, it is financial support coming from individuals, corporations and foundations that provides the fuel for program research and design, and it is ongoing program development that will assure our continuing relevance in the future. In 2005, we will be asking for more help in identifying and securing revenues so that we may continue to add to our list of successes.

The changes of the last decade will pale when compared with those of the next. We will do more and we will do it better, faster, and more efficiently. Our growth will continue and we will meet program needs as they develop and as we understand them. The Guild will always be prescient in the development of new ways to address blindness' growing challenges. What we do matters.

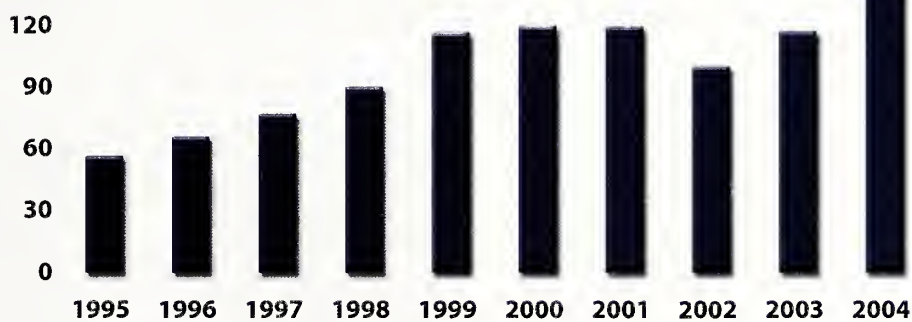
Income from Operations

175 Million



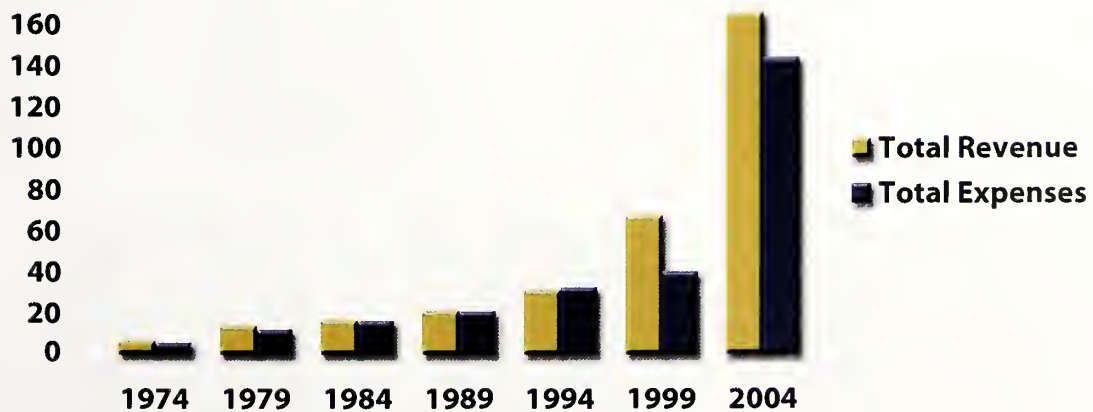
Net Assets

150 Million



Total Revenue & Expenses

180 Million



Board of Directors



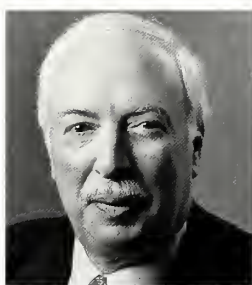
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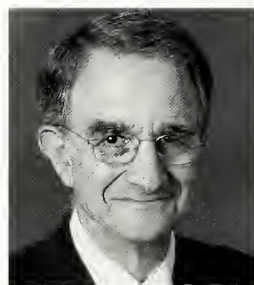
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***Also Officers and Director of The Guild's
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Director of The Guild's Boston Subsidiary
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****Also Officer and Director of The Guild's
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The Guild School

Patricia Finocchiaro

Medical, Vision and Rehabilitation Services

George Seaman

**Also Officer and Director of The Guild's Subsidiary Corporations*

‡Also Officer of The Guild's Subsidiary Corporations

The Guild's Programs and Services

Clinical Health Services: Services to help maintain health and prevent illness for people who are visually impaired and blind.

- Primary Care
- Ophthalmology
- Optometry
- Low Vision Rehabilitation
- Podiatry
- Physical, Speech, and Occupational Therapy
- Nutrition Counseling
- The Maxine and John Bendheim Center for Diabetes Care
- Diabetes Disease Management
- Diabetes Self-Management Education*
- Ongoing support groups

Mental Health Services: The only mental health program in the country designed specifically for persons who are blind and vision impaired.

- Psychiatric Clinic
- AIDS Case Management and Tele-Support

Day Programs: Day health services for individuals with vision loss are offered to persons with chronic health conditions, those in need of psychiatric help and adults with developmental disabilities.

- GuildCareSM – Adult Day Health Care
- Mental Health Day Treatment
- Developmental Disabilities Day Treatment

Residential Services: The Guild Home** provides comprehensive medical, nursing and rehabilitative services and also has specialized facilities for Alzheimer's residents as well as patients with AIDS.

- Guild Home for Aged Blind
- Newman Center for Alzheimer's Care
- Felkay Center for Special Care

Managed Care: A coordinated program of medical and rehabilitative services that focuses on visually impaired and blind adults who are eligible for nursing home care, but who wish to remain in their own homes.

- GuildNetSM – Managed Long Term Care

Education Services: In specialized learning environments, infants from birth to age three, preschoolers aged three to five, and students aged five to 21, receive individualized education.

- Rifkin Family/Daughters of Israel Guild Early Intervention Program
- Elizabeth L. Newman Guild Preschool
- Harriet and Robert Heilbrunn School at The Guild

Rehabilitation and Training Programs: Programs designed for individuals who have a desire to become computer literate, who wish to remain independent at home, who seek employment or who may be going to college. In addition, SightCare educates and trains those who care for persons with vision loss.

- Center for Workplace Technology
- Independent Living Skills Training
- Howard A. Newman Employment Development Program
- Academic Skills – Pre-College Course, Braille Literacy
- SightCareSM – Comprehensive Vision Care Training

Media Access: Articles from newspapers and magazines are provided to persons with vision loss.

- InTouch NetworksSM – Radio Reading Service



*Recognized by American Diabetes Association (ADA)

**Accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO)

Legacies

We honor the memory of the men and women whose bequests were received by The Guild during 2004. They have helped assure continuity of services to people who are blind and visually impaired, and they have also established their own living memorial. The memory of the righteous is a blessing.

Florence Bama	Eleanor Graham	Elizabeth Polatschek
J.E. & J.A. Barkey	Eleanor Green	Idalia Roth
Etta Baum	Ann Kissel Grun	Esther Rubin
Gertrude Beck	Hilda Hasan	Regina Schindel
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Michele Gorab	Gertrude Pinner	
Doris Gottlieb		

Thank You For Your Generosity

Gifts to The Guild

The generosity of The Guild's loyal friends helps to ensure the continuation of our programs and services.

Cash or Securities

Gifts of cash or securities are tax-deductible, and the simplest, most common way of contributing. To arrange for the transfer of securities, please contact the Development Office.

Bequests

To remember The Guild in your will, the following forms are suggested for discussion with your attorney.

For a specific bequest: I give, devise and bequeath the sum of \$____ (or a percentage of my estate) to The Jewish Guild for the Blind, New York, N.Y.

For a residual bequest: I give, devise and bequeath all (or a specific fraction) of the rest, residue and remainder of my estate, both real and personal to The Jewish Guild for the Blind, New York, N.Y.

A charitable bequest is deductible as an estate tax charitable contribution, which may reduce your estate taxes.

Religious services for residents of various denominations are held each week at the Guild Home for Aged Blind.

Gifts that Provide Income to the Donor

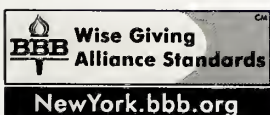
Life Income Plans such as Gift Annuities, Pooled Income Funds or Charitable Remainder Trusts offer a way to provide future support for The Guild while at the same time, you or someone you name can receive income for life or for a period of years. Depending on the plan selected, income can be fixed or it can vary in accordance with market conditions. These plans can reduce income, gift and estate tax liability.

Matching Gifts

If your employer has a matching gift program, you can double or triple the value of your contribution to The Guild. Simply complete and submit your company's matching gift form with your donation.

The Guild's Development staff welcomes inquiries from you or your financial advisor about these or any other gift opportunities. Please contact The Guild's Development Office at 212-769-6240 or write to:

David J. Iommarini
The Jewish Guild for the Blind
15 West 65th Street
New York, NY 10023-6601



Notice of Nondiscriminatory Policy

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*Preschool students
at The Guild begin
learning Braille at
an early age.*



The Jewish Guild for the Blind

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